712CD

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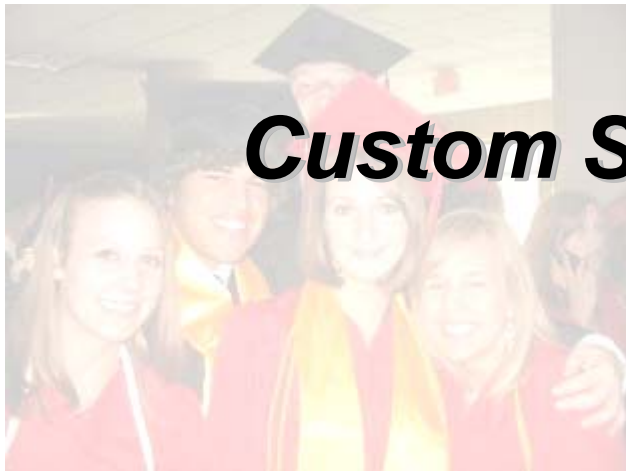| WORKING GROUP:	20	DEMONSTRATION:	
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SPECIAL SESSION 1:		TUTORIAL:	
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U.S. Army
Custom Segmentation System

Ms. Linda Clingan
G2 - Center for Accessions Research, U.S. Army Accessions Command
Fort Knox, Kentucky

Outline

- **Where I work – USAAC – G2**

- **Understand who the Army's Target Audience is**

  - *Explain the challenges to the Army*

- **Segmentation Overview**

  - *Show Army Recruiting Command Geographies*

  - *Explain Market Segmentation*

  - *Show what Army Custom Segmentation (ACS) is*

- **Give examples of Army Custom Segments**

  - *Discuss how the Army uses Segmentation*

    - *1st Recruiting Brigade*

  - *Discuss the future of Army Custom Segmentation*

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Where Do I Work?

U.S. Army Accessions Command (USAAC)

- **USAAC was established by general order on 15 February 2002**
- **Subordinate command of TRADOC**
- **Integrated C2 of the recruiting and initial military training for:**
  - **Officer**
  - **Warrant officer**
  - **Enlisted forces**
- **Meets human resource needs of the Army**
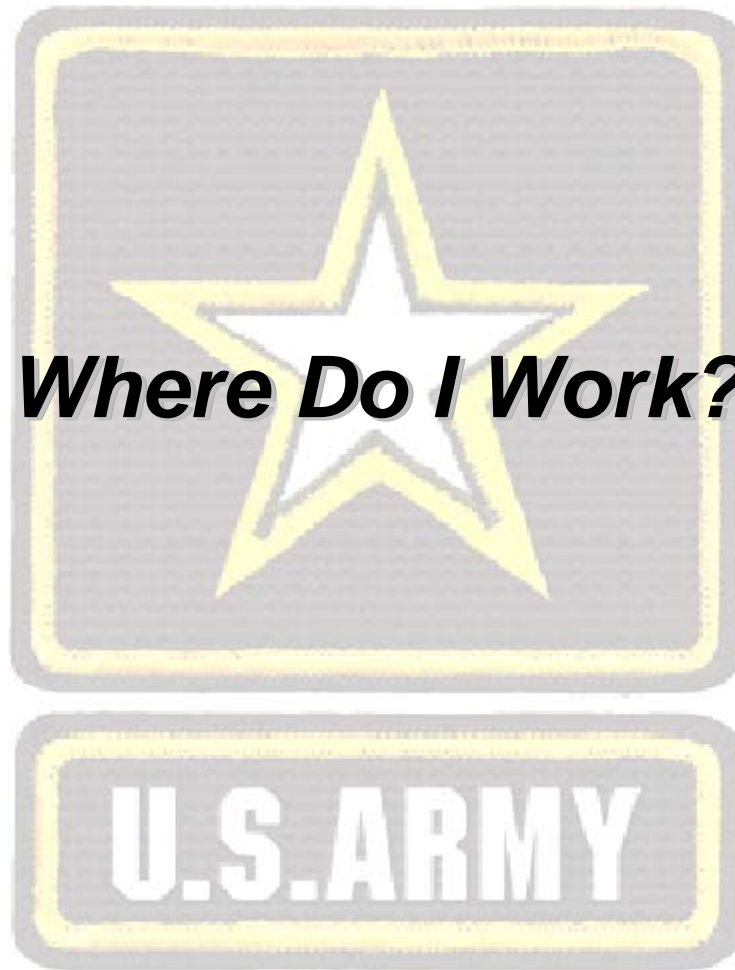
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U.S. Army Accessions Command (USAAC)

★★★

CG, USAAC
D/CG, TRADOC (IMT)

★
USAAC
Chief of Staff

USAAC
CSM

★★
CG, USAREC
Recruiting

★★
CG, USACC
ROTC

★★
CG, USATC
Basic Training

G3 / OPS	G7/9 / SOD	**G2/CAR** *Center for Accession Research*	G1 / PER	G6 / ISA
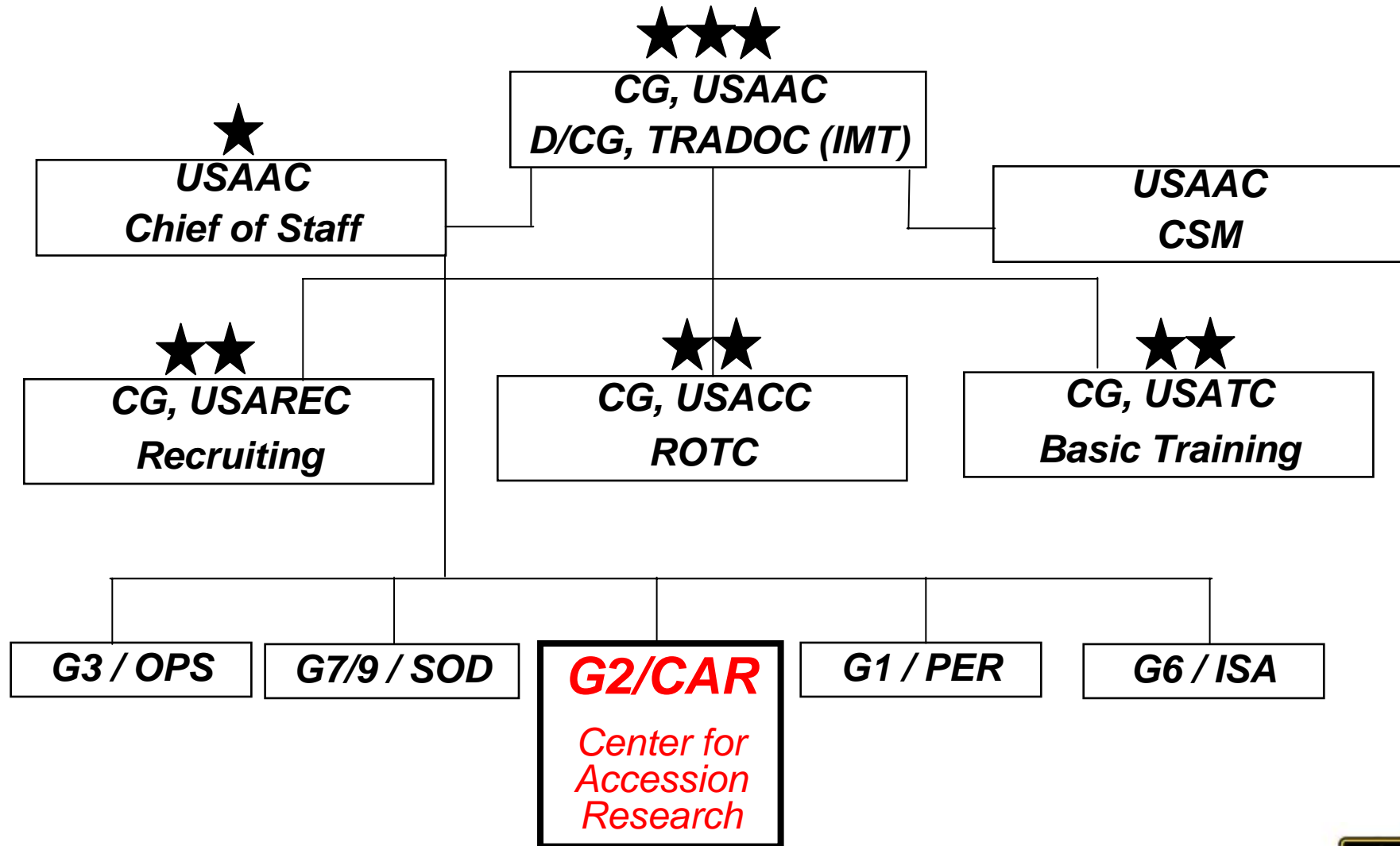
G2 – Center for Accessions Research (CAR)

Mission

➢ **Conduct research, studies and analysis for Army accessions**

➢ **Develop future concepts, initiatives and innovations to achieve command's strategic vision**

➢ **Conduct testing and experimentation of those concepts**

➢ **Integrate internal and external research to support the development of strategic plan**

➢ **Integrate the initiatives of the subordinate commands**

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Understanding the Army's Market
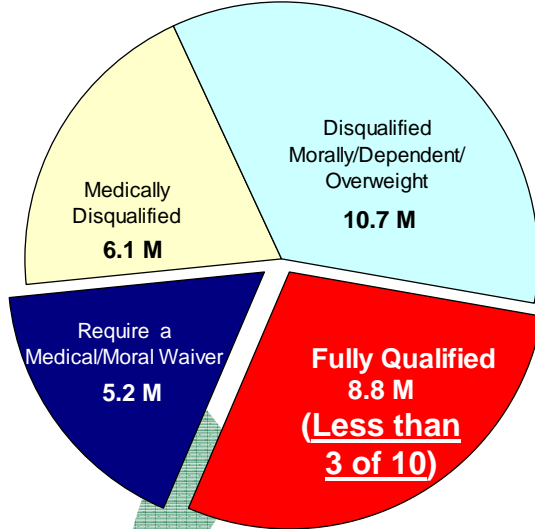
Who is the Army's Target Market

- **17-24 year old males and females**
- **High school diploma graduates**
- **Score high on military test**
- **Physically fit (must meet medical, weight and fitness standards)**

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Refining the Market for FY07

17-24 YO Youth Population (M/F)

30.8 M

Pie chart:
- Disqualified Morally/Dependent/Overweight **10.7 M**
- Medically Disqualified **6.1 M**
- Require a Medical/Moral Waiver **5.2 M**
- Fully Qualified **8.8 M** (Less than 3 of 10)

Total Market minus
- Disqualified
  - Medically
  - Morally
  - Dependent
  - Overweight

Even with a waiver, less than half are able to serve

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Potential Market minus
- Cat IV
- Non-HSDG

Target Market minus
- IIIB
- I-IIIA Females
- Waivers (1.2 M)

Bar chart (Millions):

14 M — Potential Market
- Non-HSDG 3.1
- HSDG < CAT IIIB 2.6
- HSDG IIIB 1.9
- HSDG Female I-IIIA 3.0
- HSDG Male I-IIIA 3.4

8.3 M — Target Market
- HSDG IIIB 1.9
- HSDG Female I-IIIA 3.0
- HSDG Male I-IIIA 3.4

2.2 M — Prime Market
- HSDG Male I-IIIA 2.2
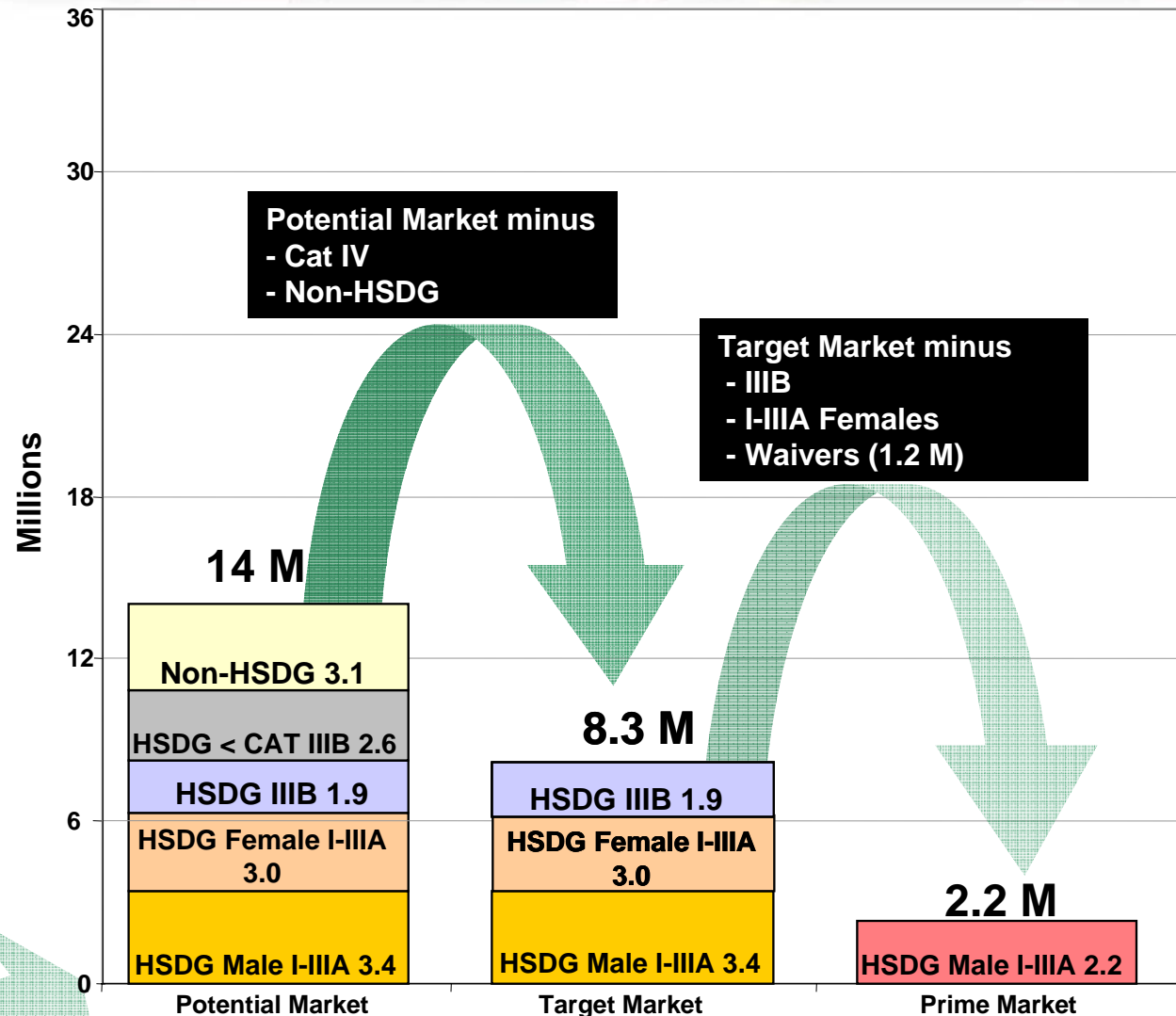
Limited number of Non-HSDG and CAT IV are able to serve

Recruiters must focus on finding the Prime Market (7.1%)

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Market Location

17-24 Qualified Military Available by County

QMA By County
17 to 24 Year Old

■ 54,000 to 810,000	(99)
■ 10,000 to 54,000	(445)
■ 2,000 to 10,000	(1203)
■ 1,000 to 2,000	(672)
■ 0 to 1,000	(798)
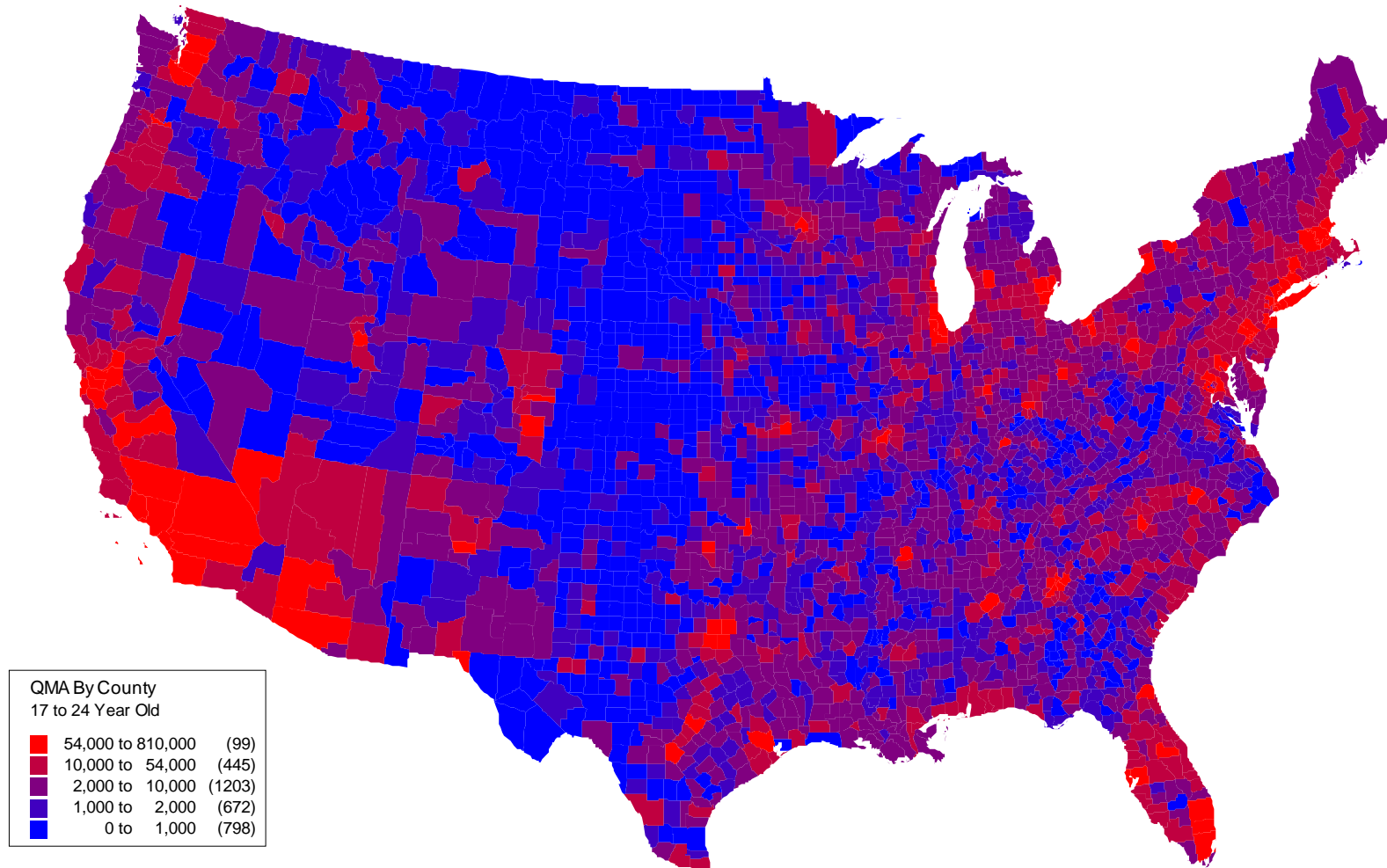
Clusters found in and around major US population centers.

Source: Woods & Poole

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What are the Challenges in Army Recruiting?

Challenges to Army Recruiting

- **Influencers**
  - **Mothers, fathers, friends, teachers, coaches, clergy**
- **Other Services**
  - **Air Force, Navy, Marines, Coast Guard**
- **Colleges**
  - **College is first choice for high school grads and their parents**
- **Work Force**
  - **Companies are now recruiting students who score high on SAT/ACT for internships and will pay for college**
- **Global War on Terrorism (GWOT)**

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Where is Army Recruiting?

US Army Recruiting Command

US Army Recruiting Command
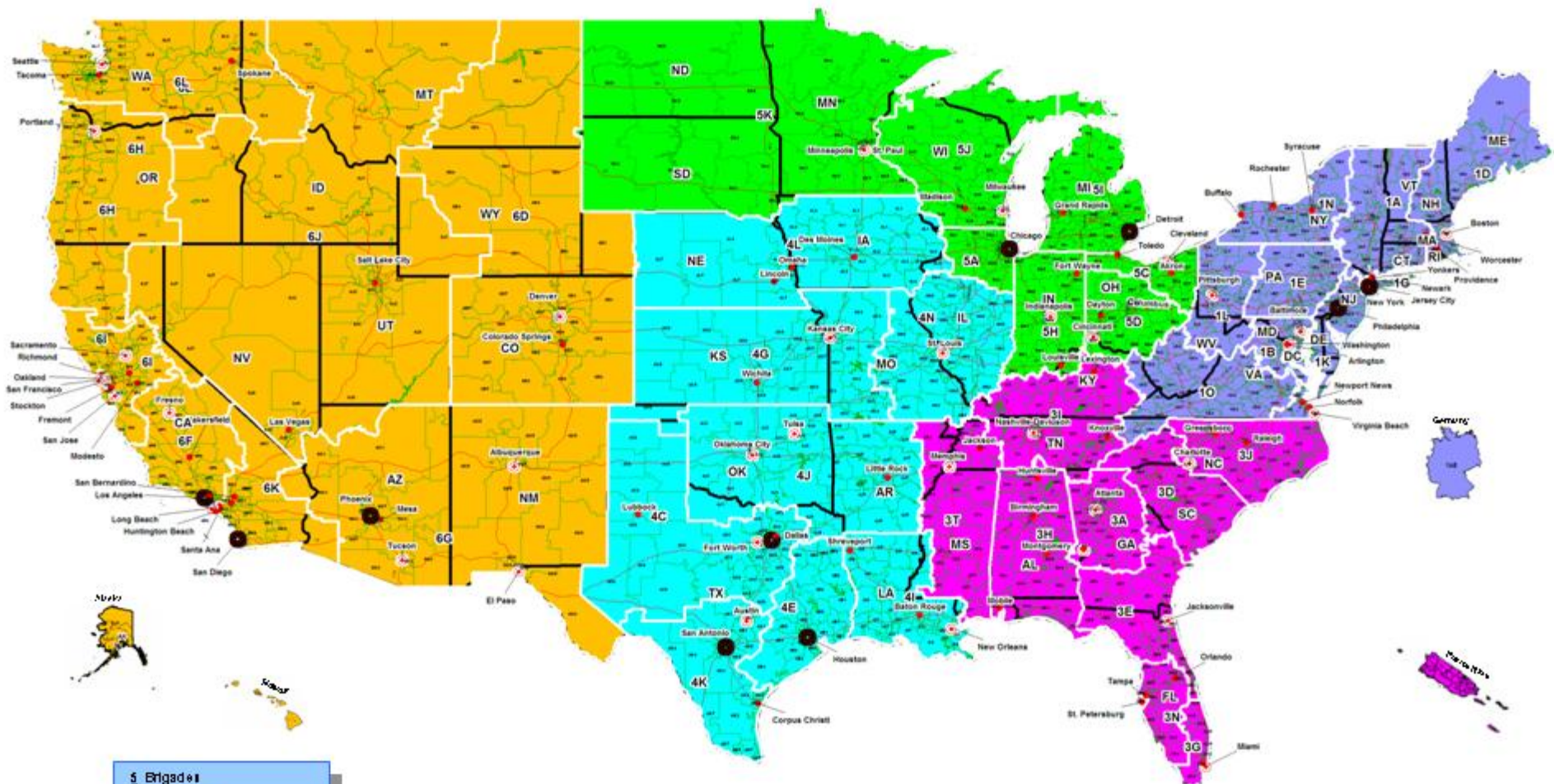
5 Brigades
41 Battalions
5 Medical Rct Battalions
245 Companies (Includes 10 Contract Companies)
1,688 Recruiting Stations (Includes 69 Stations within Contract Companies)
6,275 On-Production RA
1,774 On-Production USAR

OCONUS
Alaska, Hawaii
Puerto Rico
Germany, Japan
Amer Samoa
S. Korea, Guam

5th BDE (8)
8D Denver
8F Los Angeles
8G Phoenix
8H Portland
8I Sacramento
8J Salt Lake City
8K Southern Cal
8L Seattle

6th BDE (8)
4C Dallas
4E Houston
4G Kansas City
4I New Orleans
4J Oklahoma City
4K San Antonio
4L Des Moines
4N St Louis

3d BDE(7)
5A Chicago
5C Cleveland
5D Columbus
5H Indianapolis
5I Great Lakes
5J Milwaukee
5K Minneapolis

2d BDE(8)
3A Atlanta
3D Columbia
3E Jacksonville
3G Miami
3H Montgomery
3I Nashville
3J Raleigh
3N Tampa
3T Jackson

1st BDE(8)
1A Albany
1B Baltimore
1D New England
1E Harrisburg
1G New York City
1K Mid-Atlantic
1L Pittsburgh
1N Syracuse
1O Brooklyn

What is Market Segmentation?

Demographics

Credit Card Spending

Media Usage

Leisure Activities

Cluster Algorithm

Segment 42

Segment 22

"Red, White & Blues"

"Young Influentials"
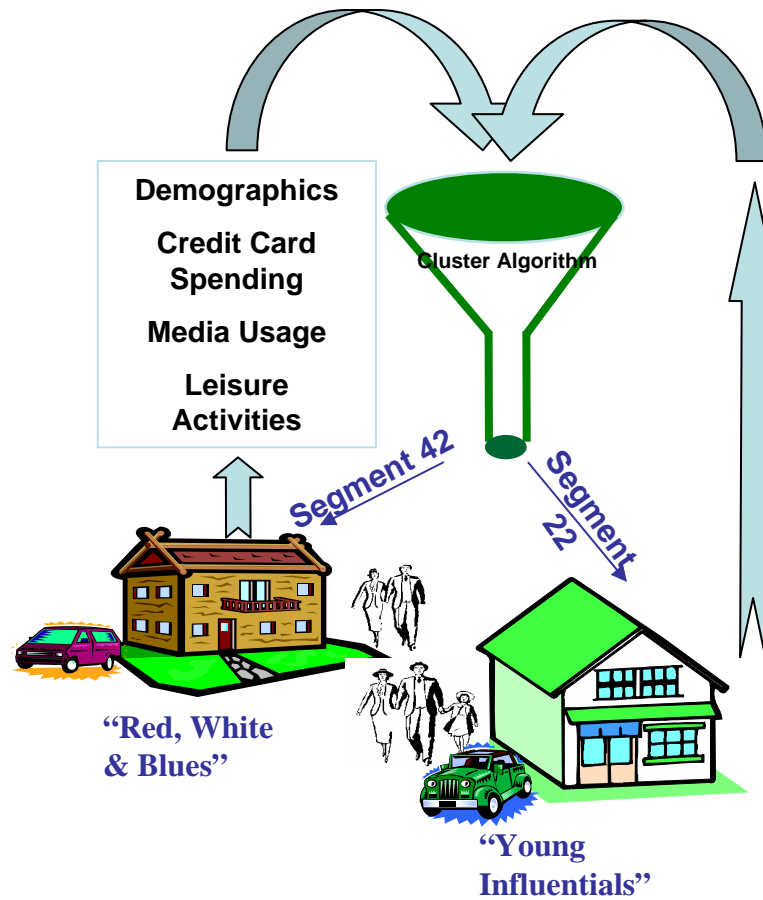
Market Segmentation

Market segmentation is individual or intergroup differences in response to marketing-mix variables.

Criteria for segments:

- **The segments must <u>exist</u> in the environment.**
- **The segments must be <u>identifiable</u>.**
- **The segments must be reasonably <u>stable</u>.**
- **The segments must be efficiently <u>reached</u>.**
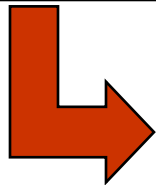
Presumptions about segments:

- **<u>different demands</u> in a product or service category,**
- **<u>respond differently</u> to changes in the marketing mix**

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Lifestyle Segmentation

Claritas PrizmNE®

- **Household assigned 1 of 66 Segments (150 variables).**

- **Assigned Segment based on ZIP+4 (10-12 Households).**

- **Based on syndicated survey data and survey research.**

- **Updated Annually.**

Demographics

Credit Card Spending

Media Usage

Leisure Activities

Cluster Algorithm

Segment 42

Segment 22

"Red, White & Blues"

"Young Influentials"

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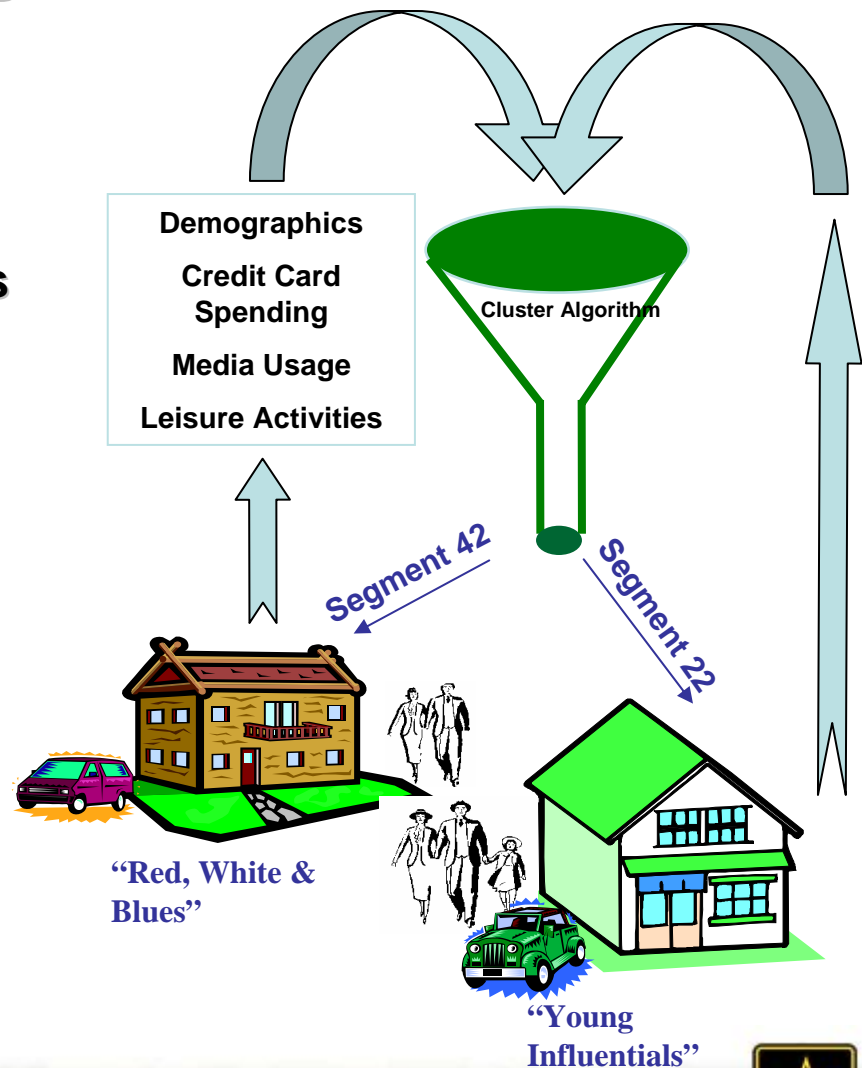
Why Segment?

❖ **Select target markets**

❖ **Prioritize marketing investments**

❖ **Help determine future opportunities**

❖ **Help understand buyers' wants and needs**

❖ **Increase efficiency in product development process**

❖ **Make marketing communications more efficient and effective**
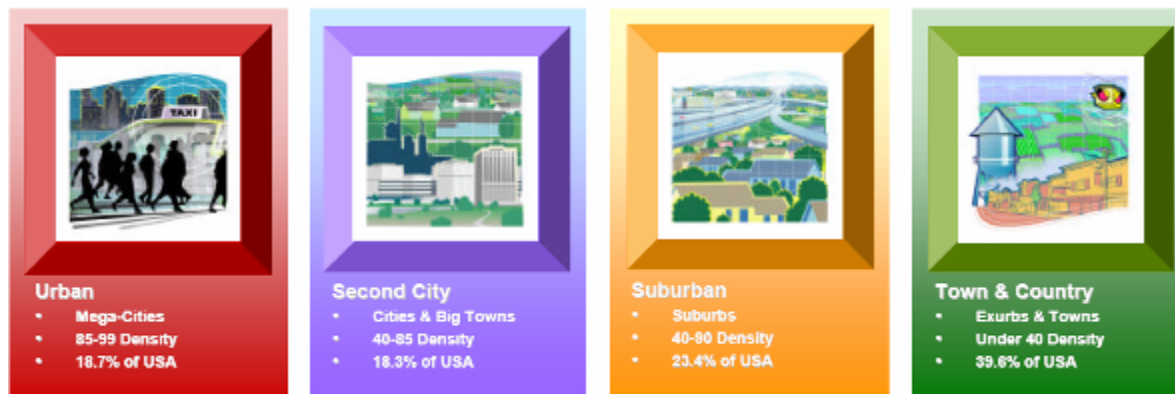
Urban
- Mega-Cities
- 85-99 Density
- 18.7% of USA

Second City
- Cities & Big Towns
- 40-85 Density
- 18.3% of USA

Suburban
- Suburbs
- 40-90 Density
- 23.4% of USA

Town & Country
- Exurbs & Towns
- Under 40 Density
- 39.6% of USA

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What is Army Custom Segmentation?

The Equation

Lifestyle Segmentation
+ Attitudes about Army service
+ Motivators for Army service
+ Barriers for Army service

___

Army Custom Segmentation (ACS) System

Army Custom Segments

- Translate market research and customer analysis into action:
  - Predictive Modeling
  - Direct Marketing
  - Customer Profiles
  - Reach Markets of Opportunity
- Create customer groups from custom Army market segments
- Use customer groups for directed marketing to *send the **right message** in the **right medium** to the **right target** at the **right time***

The Methodology

▶ **66 PRIZM^{NE} Segments** ▶ **7 Building Blocks** ▶ **39 Tactical Segments** ▶ **10 Strategic Segments**

grouped by propensity for military service.

demographic differences in attitudes toward the Army

clustered for attitudinal similarites
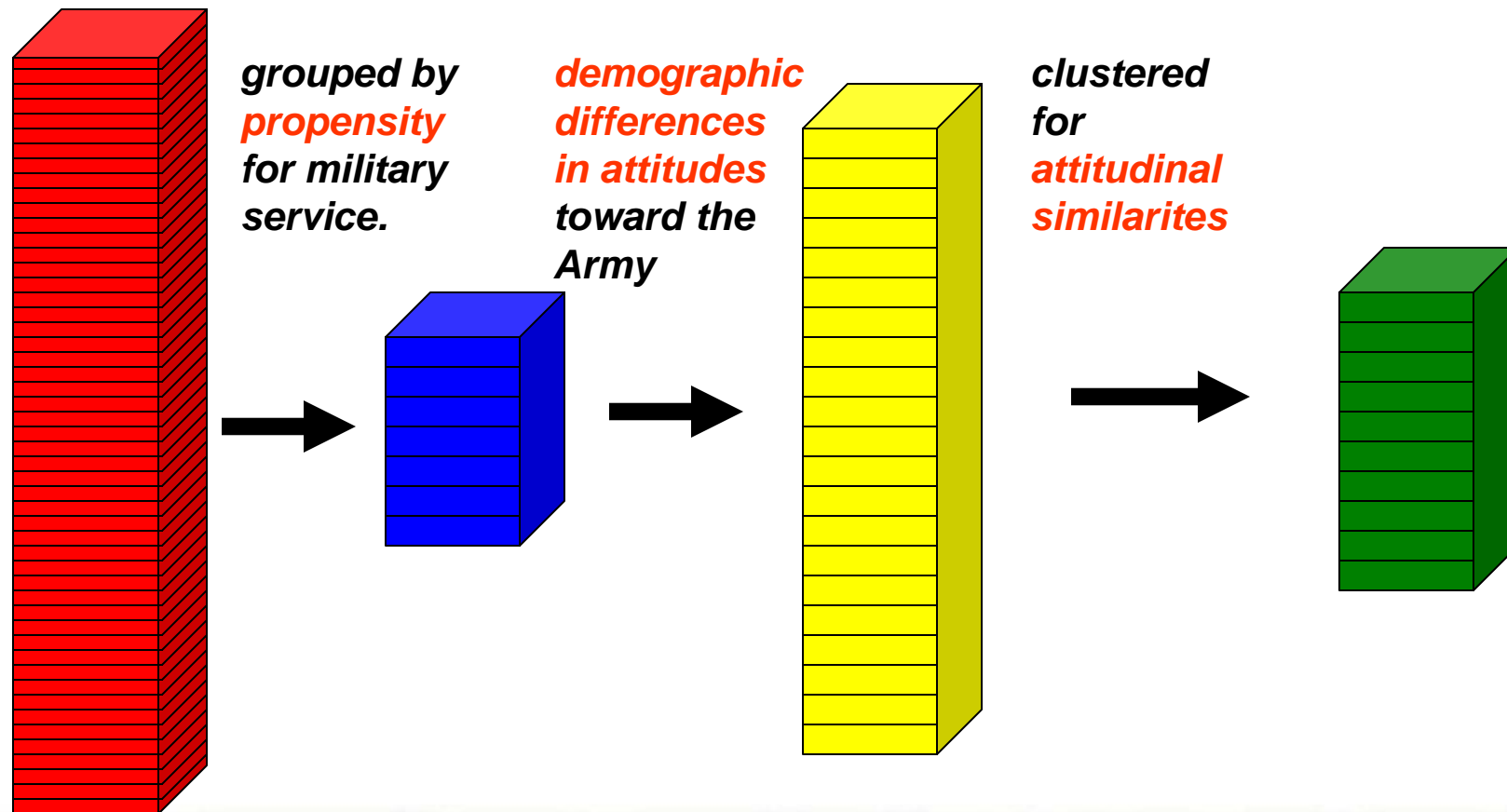
Army Custom Strategic Segments

Strategic Segment	Motivators	Barriers	Military Propensity Index
1. Obligation & Education	High Most	Low	232
2. Duty & Tradition	Moderate	Low	159
3. Cautious Crossroads	Moderate Most	High Most	137
4. Skill Seekers	Moderate	High	135
5. Fence Sitters	Low	Low	105
6. Just a Job	High Few	Moderate	102
7. Family Matters	Moderate	Moderate	95
8. Show Me	Moderate	High	80
9. Not For Me	High Few	High	77
10. Settled In	Low	Moderate	47

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U.S. Army Macro Segments for Broad Communications

	"Defenders"	"Unrealized Dreams"	"Have it Nows"	"Option Seekers"
What do they want?	To protect their beliefs, family, friends and country	To find a path and reach their goals	To gain status by acquiring things and experiences	To be in charge of their own destiny
What do they believe?	Important to do the "Right thing"	Important to be a "Solid Guy"	Important to be recognized by others	Important to have choices in life
Attitude to Military	Admire military/ from military family/ feel Amer. should serve when needed	Realize that military can be a catalyst, but think they can always join 'later'	Military is a means to an end to get rewards	Military provides training & benefits, but you have to sacrifice too much
Motivators	Service to country, Personal development, New challenge, Army is honorable occupation	Leadership and Personal Devel., Job Security, Path to a better job, A way to express their character	A place to make something of self, Become a leader, Joining with friends, Adventure, Exciting, Physical fitness	Money for college, Technical skills, Job training and access to jobs, Financial benefits
Typical profile	Primarily Caucasian HS or Living at Home	Primarily Caucasian 2-yr College/Tech or SODO, or Working	Primarily Hispanic HS or Some College	Primarily African American HS or Some College
Associated Army Strategic Segments	#2 Duty & Tradition #1 Obligation & Education	#5 Fence Sitters #10 Settled In	#3 Cautious Crossroads	#4 Skills Seekers

Macro Segments cover 79% of Propensed Prospects and 79% of Production

Propensed Source: DoD Youth Poll Wave 10
Production Source: USAREC Data Warehouse as of 2 May 06

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25

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"Cautious Crossroads"

Strategic Segment 3
17-24 Population Distribution by Race/Ethnicity
Age 16-24

Other
19%

African-American
29%

Hispanic
52%

Caucasian
0%

• **Top Motivators**
Wanted to be in Army
Responsibilities that Others my Age Don't Get
Physically Challenging
Adventurous
Army Best Option
Strong Tradition of Service

• **Top Barriers**
Army puts people like me in most dangerous jobs
Army doesn't provide enough technical training
Army doesn't have much status
Friends would disapprove
Disadvantage with respect to my peers
Don't believe Army will deliver on promises
Moral or religious beliefs

• Comprised 10.7% of all 17-24 year old contracts during FY03-06.

• Represents 10.14% of all 17-24 year ol

Messaging for this group may be most effective in terms of overcoming barriers rather than targeting motivators.

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Dominant Strategic Groups by Zip Code

Strategic Segments

■	Obligation & Education	(5)
■	Duty & Tradition	(1293)
■	Cautious Crossroads	(1080)
■	Skill Seekers	(1086)
■	Fence Sitters	(7380)
■	Just a Job	(1084)
■	Family Matters	(60)
■	Show Me	(573)
■	Not For Me	(123)
■	Settled In	(17181)
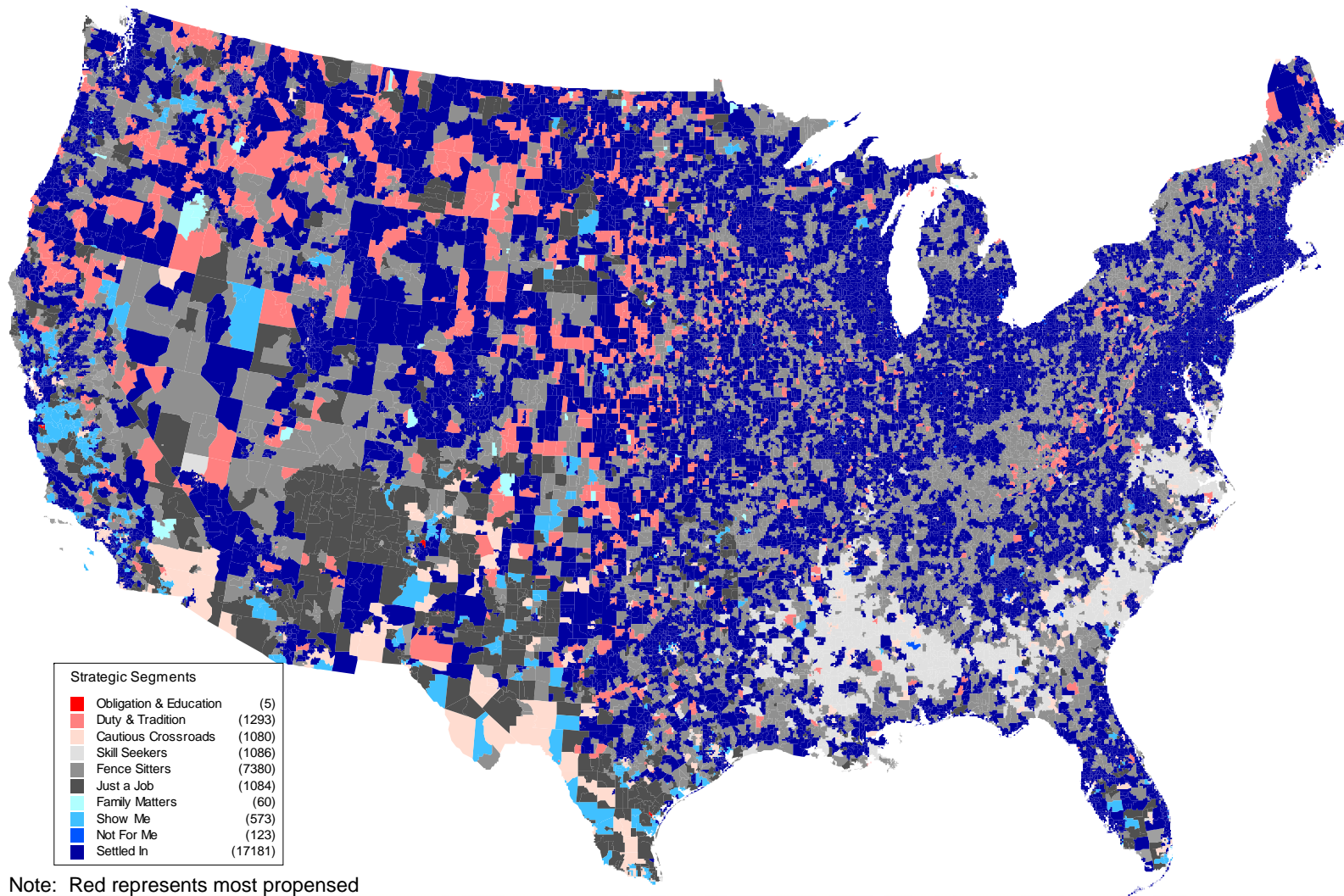
Note: Red represents most propensed segment, blue is least propensed

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1ˢᵗ Recruiting Brigade

- **Use past production and ACS ground counts to calculate penetration rate by station, company and battalion (at zip code level).**

- **Multiply the highest penetration rate for each station by the station's tactical segment ground counts to calculate potential.**

- **Use messages in the tactical marketing guide to put together the appropriate verbal communications to reach the primary segments in each station's area.**

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Recruiting BN Potential by Segment

Intelligence Preparation of the Market - Battalion

1A   RCTG BN ALBANY   As Of RCM: APR   Pct YTD Rctg Days: 58.98%

TACTICAL SEGMENT	QMA POPULATION	%QMA POPULATION	FY POTENTIAL	%FY POTENTIAL	YTD PRODUCTION	%YTD PRODUCTION	% POTENTIAL ACHIEVED	YTD PRODUCTION REMAINING	%of Lead Line
TS01	8,317	0.73%	19	1.04%	11	1.59%	58.85%	8	**99.77%**
TS02	13,429	1.18%	20	1.10%	16	2.32%	81.09%	4	**137.47%**
TS03	38,545	3.39%	112	6.24%	49	7.09%	43.82%	63	74.29%
TS04	27,388	2.41%	94	5.24%	38	5.50%	40.45%	56	68.59%
TS05	72,387	6.37%	51	2.83%	27	3.91%	53.17%	24	**90.14%**
TS06	15,764	1.39%	29	1.64%	14	2.03%	47.61%	15	80.72%
TS07	26,504	2.33%	30	1.68%	6	0.87%	19.92%	24	33.78%
TS08	15,090	1.33%	21	1.19%	8	1.16%	37.40%	13	63.40%
TS09	8,852	0.78%	19	1.08%	7	1.01%	36.17%	12	61.33%
TS10	13,060	1.15%	36	2.01%	18	2.60%	49.95%	18	84.68%
TS11	20,237	1.78%	32	1.78%	10	1.45%	31.38%	22	53.20%
TS12	11,453	1.01%	33	1.86%	9	1.30%	27.03%	24	45.82%
TS13	2,918	0.26%	7	0.41%	2	0.29%	27.21%	5	46.12%
TS14	5,937	0.52%	17	0.94%	2	0.29%	11.88%	15	20.15%
TS15	5,451	0.48%	13	0.72%	2	0.29%	15.43%	11	26.17%
TS16	7,322	0.64%	6	0.32%	1	0.14%	17.31%	5	29.35%
TS17	14,740	1.30%	14	0.76%	4	0.58%	29.20%	10	49.51%
TS18	17,395	1.53%	30	1.67%	11	1.59%	36.76%	19	62.33%
TS19	23,086	2.03%	66	3.69%	24	3.47%	36.34%	42	61.61%
TS20	140,007	12.32%	272	15.20%	97	14.04%	35.61%	175	60.37%
TS21	12,074	1.06%	17	0.94%	2	0.29%	11.91%	15	20.20%
TS22	38,532	3.39%	101	5.63%	38	5.50%	37.65%	63	63.83%

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1st Recruiting Brigade

- **"Must Keep" zip code:**
  - Army takes at least 50% of the DoD contracts
- **"Must Win" zip code:**
  - Army takes less than 50% of the DoD contracts
- **Use ACS ground counts by zip and marketing guide to find and speak to prospects in order to take over the "Must Win" zip codes**

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Army Custom Segmentation Context

"National"/Strategic   **"Regional"/Operational/Tactical**

Past Production   *Know who you want.*   Past Production

Targeting   *Where are they?*   ID "must keep"/"must win"
                                                       zip codes

Broad Reach   *What do we say?*   **Current sales force issue**

Use Army Custom
Segmentation to speak
to motivators, barriers
and attitudes

In the "must keep"/"must win" zips:
   -Recruiters say?   ✓
   -Local Advertising/posters? ✓

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Tactical Marketing Guide

Tactical Segment #1

TACTICAL SEGMENT 1

(Strategic Segment 1: Obligation & Education)

OVERVIEW

Tactical Segment 1 is comprised of predominately full-time high school or early college Hispanic students. Tactical Segment 1 has a very high propensity to join the military and ranks second only behind Tactical Segment 13. These Hispanic students, age 16 to 20, come from households of middle to downscale economic status that can be typically found in Town & Country and Second City neighborhoods. Besides the military, these teens are looking at attending college.

DEMOGRAPHICS

Tactical Segment 1 is a small group, making up only 0.84% of the target population.

Brigade:

Brigades by Penetration Index		
Rank	Bde	Penetration Index
1	1st	112
2	5th	110
3	2nd	103
4	6th	93
5	3rd	82

Brigades by Volume		
Rank	Bde	% of Tactical Segment
1	6th	43.26%
2	5th	24.45%
3	1st	16.98%
4	2nd	10.64%
5	3rd	4.66%

Battalion:

Top 10 Bn by Penetration Index		
Rank	Bn	Penetration Index
1	4N	152
2	4I	150
3	1N	141
4	4G	137
5	3E	136
6	3G	130
7	3N	129
7	5C	129
9	1G	127
10	4E	122

Top 10 Bn by Volume		
Rank	Bn	% of Tactical Segment
1	6F	15.05%
2	6K	11.66%
3	1G	9.04%
4	4K	8.05%
5	6G	7.11%
6	4C	6.81%
7	4E	6.01%
8	6I	4.12%
9	3N	3.28%
10	3G	3.06%

Top Motivators	Rank
Friends joined	1
Leadership skills	1
Wanted to be in Army	2
Responsibilities that others my age don't get	1
Commitment, loyalty, & dedication	1
Improve myself & develop potential to fullest	1

Top Barriers	Rank
Moral or religious beliefs	15
Army puts people like me in most dangerous jobs	15
Disadvantage with respect to my peers	14
Army doesn't have much status	17

PRODUCTION CHARACTERISTICS (FY03-06 17-24 Year Old Contracts)

SUMMARY

In summary, Tactical Segment 1 belongs to Strategic Group 1, Obligation & Education. Their demographic make-up is primarily young high school and early college Hispanic students. This segment has a very high likelihood to join the military ranking second overall. They are small but a prime target for the Army with low maintenance. These potential recruits find the Army appealing, have positive perceptions of both the military and Army, and their family supports the military choice. Likely, many of these potential recruits will seek out the Army, and require very little direct marketing.

Obviously, the theme for messaging should focus on patriotism and personal development. The key will be to not waste too much effort on these individuals, as you will be to some degree "preaching to the choir." The potential challenge for this group, outside of wasting effort on over-selling this group, lies more in attracting this potential recruit to the Army as opposed to the other service types.

Tactical Marketing Guide located at: https://my.usaac.army.mil/downloads/usaac/HQ/CAR/MRA/MRT/Tactical_Marketing_Guide_2006.pdf
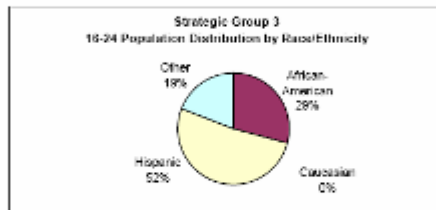
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STRATEGIC GROUP 3: CAUTIOUS CROSSROADS

OVERVIEW

Strategic Group 3, Cautious Crossroads, is comprised of younger (age 16-19) non-Caucasians in high school or a two-year college who find the military an appealing option. This younger group is defined as living in mid-scale households in Suburban and Town & Country areas. If they were not drawn to the military, college would be the alternate choice for this group.

DEMOGRAPHICS

Cautious Crossroads accounts for 10.6% of the 16-24 year old population in the United States, making it the fourth largest of the ten strategic groups.

Strategic Group 3
16-24 Population Distribution by Race/Ethnicity

Other 19%
African-American 28%
Caucasian 0%
Hispanic 52%

	Penetration Index	Penetration Ranking	% of all Strategic Group	Volume Ranking
6th Bde	149	1	35.5%	1
2nd Bde	97	2	17.5%	3
1st Bde	93	3	21.5%	2
5th Bde	89	4	15.9%	4
3rd Bde	56	5	9.6%	5
			100%	

	Penetration Index	Penetration Ranking	% of all Strategic Group	Volume Ranking
6F	246	1	12.41%	1
1G	233	2	9.95%	2
3G	209	3	3.49%	9
6I	182	4	5.55%	3
4K	181	5	3.74%	7

PRODUCTION CHARACTERISTICS

- Cautious Crossroads contracts comprised 10.20% of all 17-24 year old contracts during FY01-04. They are over-represented in contract production with a production index of 128 (Strategic Group 3 represents 7.99% of all 17-24 year olds).

- This group is significantly (20%) less likely to yield TSC I-IIIA recruits. Only 56.3% of these contracts were TSC I-IIIA, compared with 70.2% of all 17-24 year old contracts.

- Race/Ethnicity Production Statistics:

	Caucasian	African-American	Hispanic	Other
% of Group 3 (17-24 Pop)	0%	27.64%	53.10%	19.25%
% of FY01-04 Contracts from Group 3	0%	48.29%	43.15%	8.56%
Production Index within Group 3	N/A	175	81	44

Group 3 Provided:
- 0% of all Caucasian contracts
- 26.14% of all African-American contracts
- 36.96% of all Hispanic contracts

- In comparison with total USAREC 17-24 year old contracts, recruits Cautious Crossroads are:

  ⇒ Just as likely to be female

  ⇒ Just as likely to DEP Loss

  ⇒ Almost three times more likely to be non-citizens

  ⇒ Just as likely to be a high school senior, or hold a high school diploma or GED at time of contract

  ⇒ Somewhat less likely to be married

  ⇒ Significantly (20%) less likely to go Combat Arms and significantly (24%) more likely to go Combat Service Support

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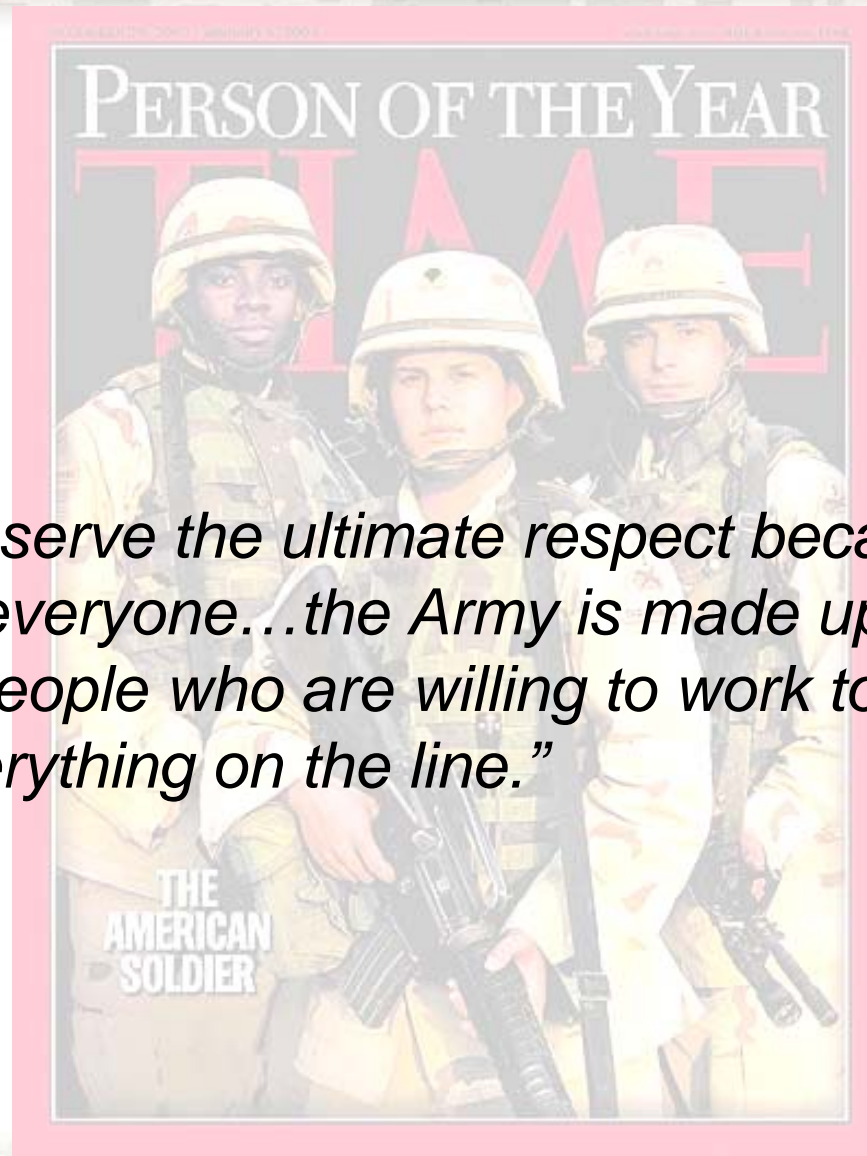ARMY STRONG.

The Future for Army Custom Segmentation?

What's Next?

- **Refine the market by:**
  - **Updating survey's, data, and ad tracking results**
  - **Transitioning from demographics to psychographics**
- **Arm Recruiters with "Tools"**
  - **Availability of custom targets for their prospects:**

    *"send **the** right message **in the** right medium **to the** right target **at the** right time"*
- **Tactical Segmentation:**
  - **Promote the use of Army Custom Segmentation among ALL recruiting brigades**
  - **Develop creative material that can be used at the local level which corresponds to the Strategic/Tactical Segments**
    - **Posters**
    - **Radio Spots**
    - **Print Ads**
    - **Direct Mail**

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"Soldiers deserve the ultimate respect because they are fighting for everyone…the Army is made up of strong people…. People who are willing to work together and who put everything on the line."

US Army Custom Segmentation System
Abstract

Ms. Linda Clingan

Keywords:

Recruiting, marketing, segmentation,

The US Army has incorporated the use of geo-demographic segmentation for market research and analysis for over 10 years in order to determine market potential and identify markets of opportunity for recruiting. This type of segmentation system is advantageous because it is responsive, and since it is tied to geography the Army can use it to target for direct mail, events, etc. However, geo-demographic segmentation has limited efficiency and effectiveness in Army recruiting because the system addresses whole family demographic and behavioral attributes and does not address potential applicant behavior and, more importantly, attitudes.

To address this shortfall, the Army pursued development of a custom segmentation system. The objective of the project was to build a segmentation scheme that links geographic and attitudinal attributes of the target market in order to 1) build a bridge between marketing and sales forces, 2) send the right message to the right individual at the right time, and 3) effectively and efficiently target and engage selected portions of the youth market. The result is the Army Custom Segmentation System, comprised of 39 Tactical Segments with differing attitudes, motivators, barriers and demographics. These segments are aggregated to 10 Strategic Segments that are used mainly for messaging. One USAREC Brigade has been utilizing and tracking the Army Custom Segment System. What 1st Recruiting Brigade has been doing will be presented.

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